



U. S. Nuclear Regulatory Commission

Office of Inspector General

FY 2003 Performance Report

January 2004

NRC OIG PERFORMANCE REPORT

FY 2003

INTRODUCTION

Congress passed the Government Performance and Results Act (GPRA) in 1993 amid continued concerns of waste and inefficiency in Government management. GPRA forces Federal agencies to shift their focus away from traditional concerns such as staffing and activities to a single overriding issue: results. GPRA requires each agency to provide an annual performance plan to Congress that sets goals with measurable levels of performance. Agencies are required to report their accomplishments to the President and Congress on an annual basis. This report satisfies that requirement for the Nuclear Regulatory Commission (NRC), Office of the Inspector General (OIG).

MISSION AND FUNCTIONS

The Atomic Energy Act of 1954, as amended, and the Energy Reorganization Act of 1974, as amended, established NRC's basic regulatory mission. NRC's mission is to regulate the Nation's civilian use of byproduct, source and special nuclear materials to ensure adequate protection for the public health and safety, promote the common defense and security, and protect the environment.

In accordance with the 1988 amendment to the IG Act of 1978, the NRC's OIG was established as a statutory entity on April 15, 1989. The NRC OIG mission is to (1) independently and objectively conduct and supervise audits and investigations relating to NRC's programs and operations; (2) prevent and detect fraud, waste and abuse, and (3) promote economy, efficiency and effectiveness in NRC's programs and operations. In addition, OIG reviews existing and proposed regulations, legislation and directives and provides comments, as appropriate, regarding any significant concern.

The Inspector General also keeps the NRC Chairman and Members of Congress fully and currently informed about problems, makes recommendations to the agency for corrective actions, and monitors NRC's progress in implementing such actions. When fulfilling this mission, OIG assists the NRC by ensuring integrity, efficiency and accountability in the agency's programs to regulate the civilian use of byproduct, source and special nuclear materials in a manner that adequately protects the health and safety of the public, as well as the Nation's common defense and security.

PROGRAM ACTIVITIES

OIG accomplishes its mission through the conduct of its audit, investigative, and management and operational support programs, as well as its legislative and regulatory review activities.

To fulfill its audit mission, OIG conducts performance, financial, and contract audits. Performance audits focus on NRC administrative and program operations and evaluate the effectiveness and efficiency with which managerial responsibilities are carried out and whether the programs achieve intended results. Financial audits attest to the reasonableness of NRC's financial statements and evaluate financial programs. Contract audits evaluate the cost of goods and services procured by NRC from commercial enterprises. In addition, the audit staff prepares special evaluation reports that present OIG perspectives or information on specific topics.

OIG's investigative staff carries out its mission by performing investigations relating to the integrity of NRC's programs and operations. Most OIG investigations focus on allegations of fraud, waste, and abuse and violations of law or misconduct by NRC employees and contractors. Additionally, OIG investigates allegations of irregularities or abuses in NRC programs and operations with special emphasis on those NRC activities that could adversely impact public health and safety. Periodically, the investigative staff issue Event Inquiry Reports that document OIG's examination of events or agency regulatory actions and identify staff actions that may have contributed to the occurrence of an event. OIG also issues Special Inquiry Reports that document instances where inadequacies in NRC regulatory oversight may have resulted in a potential adverse impact on public health and safety.

Further, as part of OIG's mission to prevent and detect fraud, waste and abuse and to promote economy and efficiency, OIG conducts regulatory reviews of existing and proposed legislation, regulations, directives, and policy initiatives that affect NRC's programs and operations. Significant concerns are documented by the OIG in regulatory commentaries and provided to the agency. The intent of these reviews is to assist the agency in prospectively identifying and preventing potential problems.

The management and operational support program performs myriad activities. These include formulating and executing the OIG budget, administering an independent personnel program, providing information technology support, preparing the OIG's *Semiannual Report to Congress*, and managing OIG's training, and strategic planning activities. Executive management, legal counsel, and secretarial support activities are also included in this arena.

GENERAL GOALS

The strategic goals presented in this report comprise the essential elements necessary to effectively realize the OIG's principal mission. They also reflect the vision statement adopted by the OIG: "*We are agents of positive change striving for continuous improvement in our agency's management and program operations and in our own office.*"

The OIG strategic plan includes four general goals and a number of supporting objectives. The OIG's performance goals and associated measures are directly related to these strategic general goals and objectives. The following table provides relevant FY 2003 budget information for the Inspector General program and links resources to the OIG's four general goals.

Links to Performance Goals	Performance Goals			
	Add Value to NRC Programs	Enhance Communication	Value-Added Policy and Regulatory Recommendations	Improve Effectiveness
FY 2003 Programs (\$6,800K , 44 FTE)				
Audits (\$3,111K,18 FTE)	X	X	X	X
Investigations (\$2,453K, 18 FTE)	X	X	X	X
Management, and Operational Support (\$1,236K, 8 FTE)		X	X	X

The dollars reflected above are consistent with the obligation amounts shown in the FY 2003 Budget Appendix.

Goals and Performance Results

Presented below are the OIG's general goals, objectives, performance indicators, established target levels for Fiscal Year 2003 performance and associated results.

General Goal 1

To add value to NRC's technical and administrative programs, OIG will identify opportunities for improvement in the agency, and will conduct activities for the purpose of preventing and detecting fraud, waste and abuse in NRC's programs and operations.

To accomplish General Goal 1, the NRC OIG has four underlying objectives.

Objective 1.1 Conduct timely, effective, and independent audits and investigations.

Performance Indicators for Audits	FY 2003
Keep average cost per audit to 1 FTE or less.	Apply 1 FTE per audit. (I)
Complete audits in 6 months or less, on average.	Complete audits in 6 months on average. (O)
Obtain satisfactory peer review to be completed every 3 years.	Achieve 100 percent compliance with audit standards per triennial peer review (FY 2000, FY 2003). (O)
Obtain agency agreement on at least 90 percent of audit recommendations.	Obtain agency agreement on 90 percent of audit recommendations. (O)
Obtain final agency action on 65 percent of audit recommendations within 1 year.	Complete final action within 1 year on 65 percent of audit recommendations. (O)

Key to Performance Indicators

Input = **I** Output = **O** Outcome = **O**

Results

FY 2003 Performance:

- 0.59 FTE applied per audit.
- 6.2 months per audit on average.
- 100 percent compliance with audit standards per peer review.
- 96 percent agreement by agency on audit recommendations.
- 67 percent of final actions completed on audit recommendations within 1 year.

FY 2002 Performance: 0.49 FTE applied per audit.
6.3 months per audit on average.
100 percent compliance on limited scope internal peer review.
100 percent agreement by agency on audit recommendations.
72.2 percent of final actions completed on audit recommendations within 1 year.

FY 2001 Performance: 0.62 FTE applied per audit.
5.4 months per audit on average.
100 percent feedback obtained on issued audit reports at exit conference and in resolution process.
93.6 percent agreement by agency on audit recommendations within 90 days of report issuance.
63.8 percent final actions completed on audit recommendations over 1 year old.

FY 2000 Performance: 0.53 FTE applied per audit.
6.9 months per audit on average.
100 percent compliance with audit standards per peer review.
100 percent feedback obtained on issued audit reports, and the new audit report process.

Performance Indicators for Investigations	FY 2003
Complete 80 percent of all non-fraud investigations including event inquiries by the established due date.	Complete 80 percent of all non-fraud investigations including event inquiries by the established due date. (O)
Complete 90 percent of active cases in less than 2 years.	Complete 90 percent of active cases in less than 2 years. (O)
Refer 30 percent of investigations for criminal prosecution.	Achieve 30 percent rate for cases referred for criminal prosecution. (O)
Achieve a minimum success rate of 90 percent for actions taken by NRC management in response to investigative reports issued by OIG (e.g., additional training, program reviews and modifications).	Achieve 90 percent success rate for management actions in response to OIG investigative reports. (O)

Performance Indicators for Investigations	FY 2003
Achieve a minimum success rate of 70 percent for Program Fraud and Civil Remedies Act (PFCRA) cases accepted by NRC's Office of General Counsel (OGC).	Achieve 80 percent acceptance rate for PFCRA referrals. (Q)
Address the majority of investigative issues raised in customer surveys.	Address 90 percent of survey investigative issues. (Q)
Address the majority of investigative issues identified in quality control reviews.	Address 100 percent of investigative quality control issues. (Q)

Results

FY 2003 Performance:

- 81 percent of all non-fraud investigations, including event inquiries, completed by the established due date.
- 100 percent of active cases completed in less than 2 years.
- 41 percent rate achieved for cases referred for criminal prosecution.
- 100 percent success rate achieved for management actions in response to OIG investigative reports.
- PFCRA referrals - none.
- A customer survey was not performed this period.
- A quality control review was performed in September 2003. No reportable findings were identified.

FY 2002 Performance:

- 46 percent of all non-fraud investigations including event inquiries completed by the established due date.
- 100 percent of active cases completed in less than 2 years.
- 50 percent rate achieved for cases referred for criminal prosecution.
- 100 percent success rate achieved for management actions in response to OIG investigative reports.
- PFCRA referrals - none.

A customer survey was not performed this period

A quality control review was not performed this period

FY 2001 Performance: 68 percent of all non-fraud investigations completed by the established due date.

100 percent of active cases completed in less than 2 years.

41 percent rate achieved for cases referred for criminal prosecution.

93 percent success rate achieved for management actions in response to OIG investigative reports.

100 percent success rate achieved for PFCRA referrals.

A customer survey was not performed this period.

A quality control review was not performed this period.

FY 2000 Performance: 5.0 months per investigation on average.

259.5 hours per completed investigation on average.

40 percent of cases initiated were referred.

100 percent success rate for management referrals.

PFCRA referrals - none.

100 percent of survey issues addressed.

100 percent of quality control issues addressed.

Objective 1.2. Proactively identify and act on current and emerging issues.

Performance Indicator for Audits	FY 2003
Develop a detailed annual audit plan, listing audits to be performed and estimated required resources, with input from agency management, Congress, industry, other Government agencies, and the public.	Complete Audit Plan by October 1, 2002 for FY 2003 and October 1, 2003 for FY 2004. (I)

Results

FY 2003 Performance: Plan completed by milestone date.

FY 2002 Performance: Plan completed by milestone date.

FY 2001 Performance: Plan completed by milestone date.

FY 2000 Performance: Plan completed by milestone date.

Performance Indicator for Investigations	FY 2003
Develop a detailed annual investigative plan, based in part on sources of information developed by investigative staff. Sources include members of public interest groups, NRC employees, representatives of other agencies and licensees.	Complete Investigative Plan by October 1, 2002. (I)

Results

FY 2003 Performance: Plan completed by milestone date.

FY 2002 Performance: Plan completed by milestone date.

FY 2001 Performance: Plan completed by milestone date.

FY 2000 Performance: Plan completed by milestone date.

Objective 1.3. Advise the NRC in areas of OIG expertise.

Performance Indicators for Audits and Investigations	FY 2003
Participate in one or more targeted management projects or task forces by OIG auditors and/or investigators.	Participate in at least one project or task force by OIG auditors and/or investigators. (O)
Identify reports that either define agency institutional weaknesses or provide assessments as to how well NRC programs are meeting intended objectives and/or purposes.	Complete 16 reports annually in FY 2003. (O)

Results

FY 2003 Performance: Participation in 13 special projects by OIG auditors or investigators.
Completed 26 reports.

FY 2002 Performance: Participation on 18 task forces and special projects by OIG auditors or investigators.
Completed 21 reports.

FY 2001 Performance: Participation on 20 task forces and special projects by OIG auditors or investigators.
Completed 19 reports.

FY 2000 Performance: Participation on seven tasks forces and management projects by OIG auditors and investigators.
Completed 21 reports.

Objective 1.4. Enhance programs for prevention and awareness of fraud, waste, and abuse.

Performance Indicator for Audits and Investigations	FY 2003
Complete annual training for NRC employees and others, in areas most at risk for fraud, waste, and abuse.	Conduct training at major Headquarter's components and/or NRC regional offices. Training will be provided by senior members of the OIG staff. (O)
	Fraud awareness training will be provided by OIG investigative staff to NRC Contract Project Officers/Managers and other identified employees. (O)

Results

FY 2003 Performance: Multiple misconduct and fraud awareness briefings were conducted from November 2002 through June 2003 at NRC's headquarters, in the regions, and in the technical training center. These briefings reached over 250 project managers, resident inspectors, and other staff members.

Computer Crime Unit briefings were conducted in July 2003 for NRC's Information Resource Branch employees in Regions II, III, and IV.

Three OIG fraud information bulletins were issued

FY 2002 Performance: Misconduct and fraud awareness training conducted in 2 regions.

Training provided to NRC Project Officers/Managers on detecting contract fraud indicators.

Training was presented at NRC regional offices in February through May 2002.

One OIG fraud bulletin was issued.

OIG General Counsel conducted the "Fraud for Auditors" course at the Inspector General Audit Training Institute.

OIG General Counsel led a session on legal issues to Federal, State and municipal Inspectors General at American University.

FY 2001 Performance: Misconduct and fraud awareness training conducted in 3 regions.

Security awareness crime prevention training provided to NRC employees.

Training provided to NRC Project Officers/Managers on detecting contract fraud indicators.

OIG briefed employees at NRC Decommissioning Counterpart Meeting.

OIG briefed senior regional managers in all four regions.

One OIG fraud bulletin was issued.

FY 2000 Performance: Computer security awareness presentation conducted by OIG investigators.

Fraud awareness briefings were presented to NRC's Division of Contracts and Property Management and Region II personnel. Two OIG fraud bulletins were also issued.

General Goal 2

In order to keep our stakeholders well-informed, OIG will enhance its communication and liaison activities with OIG's customers, including NRC management, the U.S. Congress, Government agencies, the nuclear industry and public entities.

To accomplish General Goal 2, the NRC OIG has one underlying objective.

Objective 2.1. Develop and maintain liaison activities with OIG customers.

Performance Indicators for the Office	FY 2003
OIG management will meet periodically each year with NRC's senior management officials to discuss emerging issues.	OIG management will meet at least quarterly each year with NRC's senior management officials to discuss emerging issues. (O)
OIG management will brief the NRC Chairman and the NRC Commissioners periodically on OIG matters.	OIG management will brief the Chairman monthly and the Commissioners quarterly on OIG matters. (O)
OIG management will meet periodically with appropriate Congressional Committees and issue summaries of audits and investigations to the U.S. Senate Committee on Governmental Affairs.	OIG management will meet twice each year with appropriate oversight committees and provide quarterly summaries of reports to the Committee on Governmental Affairs. (O)
OIG will timely produce and appropriately distribute a Semiannual Report to Congress and other interested parties.	Semiannual reports will be distributed no later than one month following the end of the reporting period. (O)
OIG will make publicly releasable reports available to the public in a timely manner.	Audit reports, investigative event inquiries, and the Semiannual Report to Congress will be on the Internet within 4 weeks of issuance. (O)
OIG will reply in a responsive manner to public inquiries.	Respond to 90 percent of all FOIA/PA requests within deadlines established by law, applicable regulations, and OIG policy, with an appeal ratio of 20 percent or less. (O)
OIG investigators will be assigned liaison responsibilities for designated Government agencies and meet with representatives of these agencies on a periodic basis.	Investigators will meet quarterly with designated Government agency representatives and report results to the Assistant Inspector General for Investigations. (O)
OIG representatives will interact with public interest groups involved with nuclear safety issues.	Perform liaison activities monthly. (O)

Results

FY 2003 Performance: OIG management met quarterly with NRC's senior management.

Quarterly briefings conducted for Commissioners. Chairman briefings less frequent due to scheduling difficulties.

Met three times with appropriate oversight committees.

Quarterly summaries were timely provided to oversight committees and quarterly summaries of reports provided to the Committee on Governmental Affairs.

Semiannual reports were issued within 1 month after close of reporting period.

Audit reports, investigative event inquiries, and semiannual reports were available on the Internet within 4 weeks of issuance.

93 percent of all FOIA/PA requests were responded to within established deadlines, with an appeal ratio less than 20 percent.

Investigators met quarterly with designated Government agency representatives and reported results to the Assistant Inspector General for Investigations.

OIG performed monthly liaison activities.

FY 2002 Performance: OIG management met quarterly with NRC's senior management.

Chairman received most monthly briefings and each Commissioner was periodically briefed at least three times.

Met three times with appropriate oversight committees.

Quarterly summaries were timely provided to oversight committees and quarterly summaries of reports provided to the Committee on Governmental Affairs.

Semiannual reports were issued within 1 month after close of reporting period.

Audit reports and semiannual reports were available on the Internet within 4 weeks of issuance.

95 percent of all FOIA/PA requests were responded to within established deadlines, with an appeal ratio less than 20 percent.

Investigators met with most designated Government agency representatives on a quarterly basis and reported results to the Assistant Inspector General for Investigations.

OIG performed monthly liaison activities.

FY 2001 Performance:

Met at least three times with the EDO, CFO, CIO, and General Counsel.

Chairman received monthly briefings and each Commissioner received a quarterly briefing.

Met three times with appropriate oversight committees.

Quarterly summaries were timely provided to oversight committees and quarterly summaries of reports were provided to the Committee on Governmental Affairs.

Semiannual reports were issued within 1 month after the close of the reporting period.

Audit reports, investigative event inquiries and semiannual reports were available on the Internet within 4 weeks of issuance.

Investigators met quarterly with designated Government agency representatives and reported results to the Assistant Inspector General for Investigations.

OIG performed monthly liaison activities.

FY 2000 Performance:

Met four times with the EDO, CFO, CIO, and General Counsel.

Chairman received monthly briefings and each Commissioner received a quarterly briefing.

Quarterly summaries were timely provided to oversight committees.

Semiannual reports were issued within 1 month after the close of the reporting period.

Audit reports were available on the Internet within 4 weeks of issuance.

Event Inquiries were made publicly available upon issuance. Internet target not met.

FY 2000 Performance
(Continued)

Investigators met with designated agencies on a routine basis.

OIG performed liaison activities with public interest groups.

General Goal 3

OIG will make value-added policy, legislative, and regulatory recommendations relating to NRC's programs and operations.

To accomplish General Goal 3, NRC OIG has one underlying objective.

Objective 3.1. Review existing and proposed legislation and regulations.

Performance Indicators for OIG General Counsel	FY 2003
90 percent of responses to requests from the agency for comment/input on existing and proposed legislation and regulations will be made within the due date(s).	90 percent of requests will be reviewed within the due date. (O)
NRC will take responsive action on the majority of OIG comments relating to the review of proposed policy, legislation, and regulations.	OIG will obtain agency agreement to take responsive actions to comments in 60 percent of the matters reviewed. (O)

Results

FY 2003 Performance: Targets were met.

FY 2002 Performance: Targets were met.

FY 2001 Performance: Targets were met.

FY 2000 Performance: Targets were met.

General Goal 4

OIG will improve the effectiveness of its efforts in conducting activities for the purpose of preventing and detecting fraud, waste and abuse in the NRC's programs and operations by ensuring the economical, efficient and effective operation of our office.

To establish General Goal 4, NRC OIG has three underlying objectives.

Objective 4.1. Maximize organizational efficiency and effectiveness.

Performance Indicators for the Office	FY 2003
OIG will evaluate its process for producing reports.	OIG will review the OIG report production process on an annual basis. (O)
OIG will evaluate the way it processes information to determine potential inefficiencies and barriers to effective communication.	OIG will implement the audit and investigation components of its Management Information System (MIS) in FY 2003. (O)
The IG and Deputy IG will schedule periodic meetings with OIG staff in order to obtain direct input regarding audit and investigative issues.	The IG and Deputy IG will meet directly with OIG audit and investigative staff on a semiannual basis each year to obtain input on audit and investigative issues. (O)

Results

FY 2003 Performance: The report production process continues to be evaluated as part of the migration effort to a new Management Information System (MIS).

The audit and investigative components of OIG's MIS was not implemented in FY 2003. The Audit Auto component became operational in January 2004. The investigative component is expected to be implemented not later than the fourth quarter of FY 2004.¹

IG and Deputy IG met directly with staff from the audit and investigative programs on various programmatic issues throughout the year. Further, two all-hands meetings were held by OIG's executive management in October and December of 2002.

FY 2002 Performance: The report production process was evaluated as part of the migration to AutoAudit and an internal investigative quality assurance review.

The audit and investigative components of the MIS was not implemented in FY 2002, as well as defining requirements and preparing the business case analysis for the Resource Management and Operational Support component. The MIS audit and investigative components are scheduled for completion in FY 2003.

IG and Deputy IG met directly with OIG audit and investigative staff on a semiannual basis.

FY 2001 Performance: The report production process was evaluated.

A business requirements analysis was completed for the OIG MIS.

IG and Deputy IG met directly with OIG audit and investigative staff.

FY 2000 Performance: The report production process was evaluated. As a result, a new discussion draft report process was initiated and the exit conference process was revised.

A followup review addressing the information retrieval issue was conducted and a new database system was designed and developed.

IG and Deputy IG met three times with audit and investigative staff.

Objective 4.2. Evaluate the sufficiency of the current Issue Area Monitor (IAM) program.

Performance Indicator for the Office	FY 2003
OIG will use a team approach to review the IAM process.	A review will be completed in FY 2002. With the completion of the IAM review in FY 2002, objective has been satisfied and will be closed in FY 2003. (O)

Results

FY 2003 Performance: Target met. Performance indicator closed.

FY 2002 Performance: A review of the Issue Area Monitor program was completed and resulted in a revision to the Audit Manual.

FY 2001 Performance: A review of the Issue Area Monitor program was initiated in FY 2001 and will be completed in FY 2002.

FY 2000 Performance: A review was completed in the first quarter and a summary report issued in the second quarter of FY 2000.

Objective 4.3. Develop a specialized training program and increase the organizational knowledge of the OIG staff.

Performance Indicators for Audits	FY 2003
Auditors will obtain Continuing Professional Education (CPE) in accordance with Government Auditing Standards.	Each OIG auditor will complete a minimum of 20 hours of CPEs in each year and a total of 80 hours for both years combined. Of the 80 hours, 24 hours must be directly related to Government environment and to Government auditing. For entry-level employees with less than 2 years with the audit organization, a pro rata number of hours will be acceptable. (O)
Newly hired OIG auditors will attend an NRC-developed technical training course or technical conference.	At least 50 percent of newly hired auditors will complete an NRC-developed training course or technical conference. (O)

Results

FY 2003 Performance: Auditors met CPE requirements. Technical training completed in November 2003.

FY 2002 Performance: Auditors met CPE requirements. Technical training target met.

FY 2001 Performance: Auditors met training and Individual Development Plan (IDP) requirements. Technical training target not met.

FY 2000 Performance: Auditors met training requirements. IDP target not met.

Performance Indicators for Investigations	FY 2003
Investigators will attend periodic technical training relevant to NRC operations and refresher training relating to their law-enforcement function.	Each investigator will receive at least 40 hours of training. (O)
Newly hired investigators will attend an NRC-developed training course or technical conference.	At least 50 percent of newly hired investigators will complete an NRC-developed training course or technical conference. (O)

Results

FY 2003 Performance Investigators met training requirements. Technical training completed in November 2003.

FY 2002 Performance: Investigators met training requirements. Technical training target met.

FY 2001 Performance: Investigators met training requirements. IDP and technical training targets not met.

FY 2000 Performance: Investigators met training requirements. IDP target met.

DATA VERIFICATION AND VALIDATION

The OIG uses small database systems to measure OIG performance. Primarily, the OIG uses Microsoft Access and a Clipper application combined with a few manual systems. OIG is in the process of implementing a Management Information System (MIS) to better integrate and improve the efficiency of its operations. The audit component of the system will be operational by the middle of January 2004 and the investigative component is expected to be implemented by the fourth quarter of FY 2004. OIG is confident, however, that its current legacy system is providing reliable information. Moreover, customer surveys as well as peer reviews are also used periodically to determine whether OIG has achieved its stated goals.

CROSS-CUTTING FUNCTIONS WITH OTHER GOVERNMENT AGENCIES

The NRC OIG has cross-cutting functions with other law enforcement agencies. For example, the OIG provides investigatory case referrals to the Department of Justice. It also coordinates investigative activities with U.S. Attorneys' offices, as well as with other agencies as required.

PROGRAM EVALUATIONS

Program evaluations as defined in Office and Management and Budget Circular No. A-11 were not performed during FY 2003. However, an audit peer review performed this year found the NRC OIG's audit program in compliance with government accounting standards. A similar

independent professional assessment will be conducted in FY 2004 for the investigative component of the OIG organization.

CONCLUSIONS

The NRC OIG has successfully met its programmatic goals for FY 2003. There are some instances whereby the performance goals were set at an approximate target level, and the deviations from those levels were slight. Such deviations from target levels had no effect on the overall program or activity performance, and no anomalies in performance levels are anticipated for FY 2004. Furthermore, OIG recently revised its Strategic Plan to better align its goals with the agency's mission and its budget resources to program results. OIG will continue to assess its own internal operations as it strives to maximize program efficiency and effectiveness in a measured environment.

ENDNOTES

1. Due to program priorities, the OIG Management Information System (MIS) was not implemented in FY 2003. The audit component of the MIS will be implemented in mid-January FY 2004 and the investigative component will be implemented by the fourth quarter of FY 2004.